Connecting leader behaviors and organisational citizenship behaviors: A structural equation model

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Abstract
There is continued concern about the aspect of leader behaviours that exerts the best influence on employees' work attitudes and behaviours. The question remains, 'Should a leader pursue relationship or task accomplishment for the best employee performance? To this end, the current study examined the relationship between two dimensions of leader behaviours and positive employee work behaviours, referred to as organisational citizenship behaviours. The systematic sampling and survey research design were used in this study. The participants included 359 \non-managerial employees of selected organisations in Lagos State. Seven hypotheses were raised and tested using structural equation modelling and confirmatory factor analysis. The results revealed that the two leader behaviours, initiating structure and consideration, positively influenced organisational involvement, dutifulness and interpersonal relationship dimensions of organisational citizenship behaviours. Also, the dimensions of leader behaviours and organisational citizenship behaviours were confirmed as representative measures of the constructs. It was concluded that both task-oriented and relationship-oriented leader behaviours promote employees' demonstration of positive work attitudes and behaviours. It was recommended that supportive leader behaviours be demonstrated across managerial levels in order to foster employees' demonstration of organisational citizenship behaviours and overall organisational effectiveness.

Key Words: Leader, Behaviour, Organisational, Citizenship, Employees, Lagos

1.0 Introduction

Employees' behaviours and work attitudes are central to the achievement of set organisational goals, a feat that determines its success and survival (Jahangir et al, 2004). Although organisational success may be hinged on the availability of important resources which include land, labour, capital and technology among others, the most important of these resources is the employees (Pfeiffer, 1998). This is because the human capital coordinates the other resources in the pursuit of set organisational objectives. Therefore, organisations require resourceful and committed employees in their quest to maintain global relevance and effectiveness within their specific industries. In corroboration, Suleiman (2013) suggested that employees' proactive behaviours result in improved productivity, increased revenue, and effectiveness for the organisation.

These proactive work behaviours are referred to as organisational citizenship behaviours, which cover employee behaviours that are above and beyond the call of duty. Organ (1988) defined this construct as discretionary behaviours demonstrated by employees outside of the job description and formal reward system, but on the whole results in effective organisational functioning. Organisational citizenship behaviours are simply extra-role behaviours performed by employees in reaction to favourable working conditions and context. Several studies have proposed different dimensions of these behaviours (Smith *et al*, 1983; Organ, 1988; Williams & Anderson, 1991; Borman & Motowidlo, 1993, 1997).

The most popular dimensions of organisational citizenship behaviors are the five dimensions proposed by Organ (1988) to include conscienciousness (being dutiful), civic virtue (having a concern for the progress of the organisation), sportsmanship (accommodating the perspectives of other employees), altruism (caring about co-workers wellbeing) and courtesy (putting others into consideration when taking decisions that are work related). Measures to assess organisational citizenship behaviours have originated from western context (Al-sharafi & Rajiani, 2013; Lievens & Anseel, 2004; Paille, 2009) and their application across contexts, particularly in Nigeria is inappropriate. Hence, Olowookere and Adejuwon (2015) developed a three-dimension measure of the construct tailored to the Nigerian context. The proposed dimensions include employees' involvement in the life of the organisation (organisational

involvement), their attitude towards assigned duties (dutifulness), and their relationship with one another (interpersonal relationship).

Although organisational citizenship behaviours have been construed as catalysts to organisational success and are highly coveted by management, they are not included in or enforceable by any employment contract. Yet, organisations must have employees demonstrate such behaviours in order to survive and succeed. Managers are therefore faced with the dilemma of ensuring these positive employee behaviours without the use of force. In an attempt to extend a solution, studies suggested certain variables as predictors of organisational citizenship behaviours. Similarly, Podsakoff et al (2000) identified leadership as one of the key determinants of organisational citizenship behaviours. Furthermore, studies have associated leader behaviours and organisational factors with employees' demonstration of positive or negative work behaviours (Asgari *et al.* 2020; Lawal & Oguntuashe, 2012; Suar *et al.* 2006). Thus, leadership may be considered essentially important because it can be used as a tool to deploy, communicate or implement all other organisational or task variables. Human resource practitioners and organisations' management are faced with the question of the best leadership behaviours that engender these positive work behaviours among employees. Should management focus on task-oriented behaviours or relationship-oriented behaviours?

Leadership may be defined as the capacity to make other group members behave in a desired manner in the interest of the group without the use of threats. It refers to the quality of enthusing members' commitment and devotion to shared goals. According to Euwema, Welndt and Van Emerik (2007), the two most important categories of leader behaviours identified in literature are work-centred behaviours, also known as initiating structure and relationship-oriented behaviours, also known as consideration. Task orientation refers to a concern for production in which task and goal achievements are the leaders' top priorities. On the other hand, relationship orientation refers to a concern for people, which suggests that the leader gives precedence to the welfare of his/her subordinates.

Gordon and Taber (2002) suggested that initiating structure and consideration are the most accurate classification of leaders' behaviours. According to Blake and Mouton (1964), the

five types of leadership style that results from the combination of the task oriented and relationship oriented dimensions of leader behaviors are impoverished leadership style (little /no concern for relationship or task), task leadership style (high concern for task but little /no concern for relationship), country club leadership style(high concern for relationship but little /no concern for task), middle of the road leadership style (average concern for relationship and task), and team leadership style (high concern for both relationship and task). Furthermore, Blake and Mouton (1964) opined that effective leadership hinges on the team leadership style characterised by great concern for production and subordinates' welfare. The resultant effect may be seen in subordinates' work attitudes and behaviours. In corroboration, Anyaegbunam and Anekwe (2021) reported a significant and positive relationship between the type of leadership style and employees' performance. Likewise, Al-Sharafi and Rajiani (2013) found that leadership practices were significantly related to organisational citizenship behaviours. Additionally, Supriyantoa *et al.* (2020) found that transformational leadership style increased employees' demonstration of organisational citizenship behaviours while decreasing counterproductive work behaviours. To further verify these claims, the current study focused on investigating the relationship among the dimensions of leader behaviours and organisational citizenship behaviours.

Several theories and models have been proposed as viable explanations to organisational behaviors. However, Cropanzano and Mitchell (2005) observed that the social exchange theory is one of the prominent models of organisational behaviours, and has been used in different studies to explain different psychological and organisational variables that included social power, networks, board independence, organisational justice, psychological contracts and leadership. Therefore, this study attempted to explain the relationship between leader behaviours (initiating structure and consideration) and organisational citizenship behaviours (organisational involvement, dutifulness and interpersonal relationships) based on the social exchange theory.

2.0 Literature Review

2.1 Social Exchange Theory (SET)

The application of the social exchange theory cuts across different disciplines and can be traced to scholars in anthropology, sociology and social psychology. Exchange in social

interactions is either economic (negotiated) or social (reciprocal). Economic exchange involves specified and negotiated terms of exchange. Questions about what, who, how and when exchange will occur are well articulated and enforceable. Conversely, social exchange is based on the trust that kind gestures will be reciprocated over time. In this type of exchange relationship, there are no specifications of what, who, how, or when the exchange will occur. It is reciprocal and not enforceable (Mitchell *et al*. 2012). The application of SET as an explanation of organisational behaviour is based on the exchange orientation (negotiated or reciprocal) of the researcher.

The SET holds that relationships have the capacity to develop into trusting, loyal, and mutual commitments in the long run (Cropanzano & Mitchell, 2005). From the organisational perspective, employment relationships start out as economic with specified and enforceable terms and conditions. However, in the course of social interaction, this relationship metamorphoses into a mix of economic and social exchange. Employees are obligated to fulfil the terms of the employment contract that qualify them for the associated benefits. But through social interaction, these employees may perceive that the benefits that accrue to them in the exchange relationship surpass what was stipulated in the contract owing to the kind gestures from colleagues, customers, supervisors, managers and other stakeholders. The SET suggests that the employees will feel obligated to also go beyond the call of duty in the discharge of their work responsibilities.

According to Blau (1964), employees demonstrate citizenship behaviours in reaction to the organisation or its agents. The agents of the organisation are employees in supervisory or management positions. The leadership style or leader behaviours demonstrated by these agents will likely increase or decrease employees' demonstration of citizenship behaviours. For instance, Liden *et al.* (2003) observed that when employees perceive unfavourable behaviours from their organisation's agents, they would react with decreased commitment and citizenship behaviours. Also, Alarape and Akinlabi (2000) noted that employees' work attitudes are contingent upon their perception of the organisational policies and decisions affecting them.

The social exchange theory can be used to explain the relationship between leader behaviours and organisational citizenship behaviours in the sense that leader behaviours serve as a way organisation agents communicate the policies and decisions of the organisation to the employees. And the employees react accordingly to the organisational policies and decisions, or even to the leaders' behaviour. Allameh, Amiri and Asadi (2011) described social exchange relationships from the perspective of tit-for-tat, implying that every good gesture from the organisation or its agents will be reciprocated by the employees in the form of organisational citizenship behaviours. Consequently, leadership behaviours of initiating structure and consideration are the predictor variables in this study. While organisational citizenship behaviours of organisational involvement, dutifulness and interpersonal relationships are the criterion variables. Two models were proposed to explain the variables of this study: the measurement model aimed at validating the constructs and the structural model, which explains the connection that exists among the different aspects of leader behaviours and employees' extra-role behaviours.

Measurement model

The measurement model evaluates how accurately each indicator of the latent (covert) variables measures the constructs represented by the variables. The latent variables are constructs that cannot be assessed directly but through a number of indicators. These indicators represent questions or items on a questionnaire that combine to measure particular constructs. The covert variables in this study include initiating structure, consideration, organisational involvement, dutifulness and interpersonal relationship. The results from these measures can only be accepted when/if the measurement items have convergent validity.

Leader behaviours of initiating structure and consideration were evaluated using the Leader Behaviour Description Questionnaire (LBDQ). This is a 30-item questionnaire in which 15 items measure the initiating structure dimension and the other 15 items measure the consideration dimension. Organisational citizenship behaviour was evaluated using the Organisational Citizenship Behaviour Scale (OCBS), a three-dimensional scale which includes Interpersonal Relationship, Dutifulness and Organisational Involvement. The overall OCBS scale has 30 items: nine (9) items for the Dutifulness sub-scale, twelve (12) items for the Interpersonal Relationship sub-scale and nine (9) items for the Organisational

Involvement sub-scale. The measurement model reflecting these items (indicators) of each construct is illustrated in fig.1.

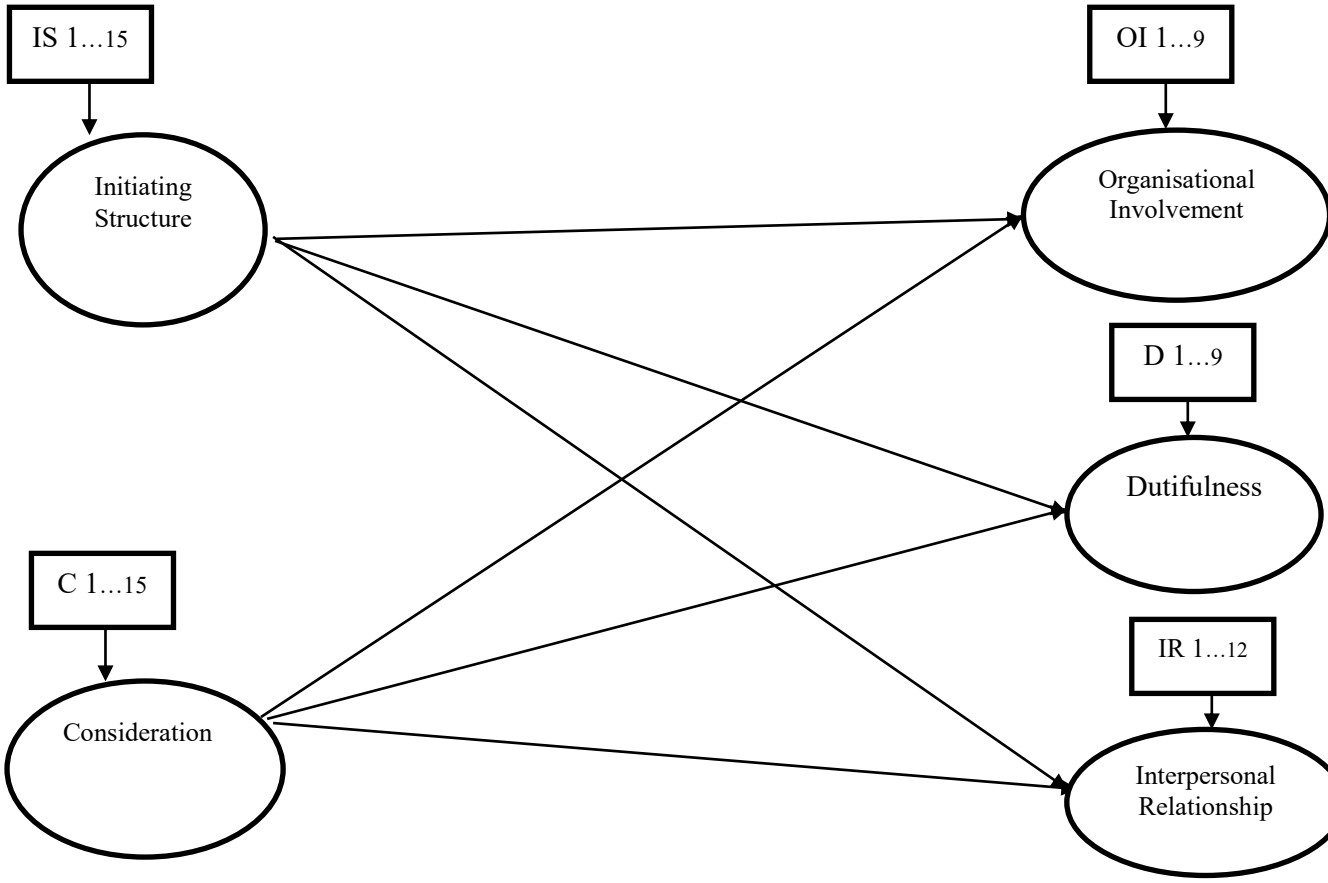


Fig1: Measurement model showing the indicators or measurement legend of each latent variables: initiating structure, consideration, organisational involvement, dutifulness and interpersonal relationship

This model ensures that the latent variables were sufficiently measured by their indicators, while the structural model helps to confirm the relationship among the variables of interest. While the measurement model is used to ensure that each of the latent variables of the study is adequately assessed by its indicators, it does not evaluate the relationships among the variables of the study. Consequently, the structural model was used to assess the paths (structural relationship) among the latent variables.

Structural Model

The structural model illustrates the connection that exists among the latent variables, indicating the predictor variables (initiating structure and consideration) and the criterion variables (organisational involvement, dutifulness and interpersonal relationship). These latent factors refer to the constructs in the study that cannot be observed directly but are inferred from the evaluation of their respective indicators. The direct influence of the predictor variables on each of the criterion variables is denoted by H1, H2, H3, H4, H5 and H6 in the structural equation. The joint influence of both predictor variables on each of the criterion variables, denoted by H7, was also indicated in the structural model with provision for error disturbance legend denoted by e1, e2 and e3 respectively.

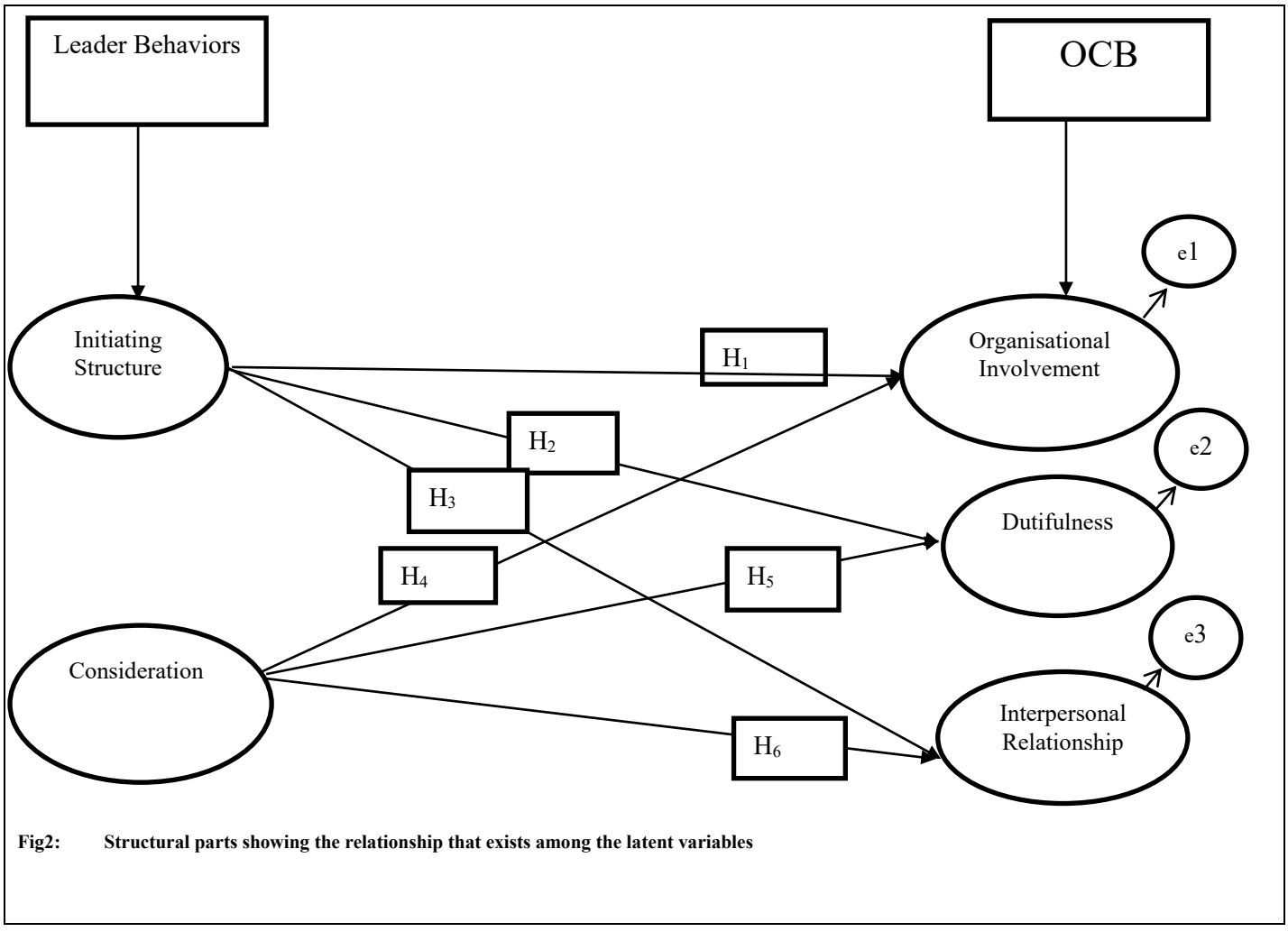


Fig2: Structural parts showing the relationship that exists among the latent variables

From the structural model, the following hypotheses were raised:

H_1 There will be a significant influence of initiating structure on organisational involvement.

H_2 There will be a significant influence of initiating structure on dutifulness.

H_3 There will be a significant influence of initiating structure on interpersonal relationships.

H_4 There will be a significant influence of consideration on organisational involvement.

H_5 There will be a significant influence of consideration on dutifulness.

H_6 There will be a significant influence of consideration on interpersonal relationships

An additional hypothesis was raised to assess the joint influence of the dimensions of leader behaviours on each dimension of organisational citizenship behaviours. The hypothesis is as follows:

H_7 Initiating structure and consideration of leader behaviours will jointly influence dutifulness, interpersonal relationship and organisational involvement dimensions of organisational citizenship behaviours.

3.0 Method

The survey research design was adopted in this study. The participants included three hundred and fifty-nine (359) non-managerial employees from seventeen (17) organisations in Lagos State. The organisations were selected through a systematic sampling technique, a statistical method where elements are selected from an ordered sampling frame using the formula:

$$K = \frac{N}{n}$$

Where n is the chosen sample size, and N is the population size.

A starting point is chosen at random from the sampling frame (ordered list of organisations), and subsequent choices are made at regular intervals. The four sample frames used in this study included ordered lists of three hundred and forty-six registered secondary schools in Lagos State, eighty-seven registered telecommunication companies, twenty-one commercial banks and ninety- six (96) hospitals in Lagos State. From each of these categories, the

organisations selected were six (three public and three private) secondary schools, three banks, three telecommunication companies, and six (two public and four private) hospitals. Finally, the ethical consideration of confidentiality and informed consent was strictly adhered to. All participants' responses were treated with utmost confidentiality, and only those who consented to participating in this study were recruited.

A questionnaire that comprised sections A – C was used for data collection. Section A contained all background and demographic information on the research participants. Sections B and C comprised two standardised instruments, which included the LBDQ by Halpin (1957) and the OCBS by Olowookere and Adejuwon (2015). On the LBDQ, the split-half reliability coefficient was reported as .83 for initiating structure and .92 for consideration. From the Nigerian sample, a Cronbach alpha of .87 was found for the initiating structure dimension and .84 for the consideration dimension. Each item of the LBDQ is scored on a scale of 4 to 0, where Always = 4, Often = 3, Occasionally = 2, Rarely = 1 and Never = 0. Items 5, 7 and 8 are scored in the reverse (Never = 4, Rarely = 3, Occasionally = 2, Often = 1, and Always = 0). The overall OCBS scale has a Cronbach alpha of .81, Dutifulness.74; Interpersonal Relationship .75 and Organisational Involvement .84. This instrument is scored on a five-point Likert format ranging from 4 to 0, where always = 4, often = 3, occasionally = 2, rarely = 1 and never = 0.

A total of 400 questionnaires were administered, out of which 359 correctly completed copies were deemed valid and subsequently included in the analysis.

Results

Confirmatory factor analysis helps to ascertain the degree to which the measurement items are indicators of the latent variables. It provides evidence for the loadings and reliability of each item, construct validity, composite reliability and error variance. There are three prerequisites to establishing construct validity (Fornell & Larcker, 1981; Bagozzi & Yi, 1988; Hair *et al* 2006). These conditions are: the CFA loadings must be significant and > 0.70; the composite reliability for the construct must be > 0.80, and the average variance extracted estimate for each construct must be > 0.50. These three conditions were confirmed in the CFA results Table 1 and Figure 3 with factor loadings ranging from 0.761 to 0.986.

Table 1: Result of Average Variance Extracted (AVE) and Reliability

Measurement	Loading > 0.7	Indicator Reliability	Error Variance < 0.5	Sum of Variance	Compose Reliability > 0.8	Ave. Variance Estimated > 0.5
Initiating Structure						
IS1	0.970	0.9409	0.0591			0.9241
IS2	0.954	0.9101	0.0899			
IS3	0.859	0.7379	0.2621			
IS4	0.940	0.8836	0.1164			
IS5	0.911	0.8299	0.1701			
IS6	0.964	0.9293	0.0707			
IS7	0.970	0.9409	0.0591	1.1381	0.9945	
IS8	0.986	0.9722	0.0278			
IS9	0.978	0.9565	0.0435			
IS10	0.970	0.9409	0.0591			
IS11	0.974	0.9487	0.0513			
IS12	0.983	0.9663	0.0337			
IS13	0.984	0.9683	0.0317			
IS14	0.985	0.9702	0.0298			
IS15	0.983	0.9663	0.0337			
Consideration Structure						
C1	0.916	0.8391	0.1609	1.8272	0.9908	0.8782
C2	0.840	0.7056	0.2944			
C3	0.975	0.9506	0.0494			
C4	0.974	0.9487	0.0513			
C5	0.824	0.6790	0.3210			
C6	0.970	0.9409	0.0591			
C7	0.867	0.7517	0.2483			
C8	0.912	0.8317	0.1683			
C9	0.937	0.8780	0.1220			
C10	0.974	0.9487	0.0513			
C11	0.959	0.9197	0.0803			
C12	0.975	0.9506	0.0494			
C13	0.979	0.9584	0.0416			
C14	0.966	0.9332	0.0668			
C15	0.968	0.9370	0.0630			
Organisational Involvement						
OI1	0.966	0.9332	0.0668	0.5839	0.9924	0.9351
OI2	0.965	0.9312	0.0688			
OI3	0.959	0.9197	0.0803			
OI4	0.973	0.9467	0.0533			
OI5	0.970	0.9409	0.0591			
OI6	0.978	0.9565	0.0435			
OI7	0.965	0.9312	0.0688			
OI8	0.970	0.9409	0.0591			
O19	0.957	0.9158	0.0842			
Dutifulness						
OI1	0.761	0.5791	0.4209	1.3953	0.9799	0.8450
OI2	0.936	0.8761	0.1239			
OI3	0.936	0.8761	0.1239			
OI4	0.956	0.9139	0.0861			
OI5	0.959	0.9197	0.0803			
OI6	0.923	0.8519	0.1481			
OI7	0.932	0.8686	0.1314			
OI8	0.944	0.8911	0.1089			
OI9	0.910	0.8281	0.1719			
Interpersonal Relationship						
IR1	0.908	0.8245	0.1755	2.1151	0.9825	0.8237
IR2	0.891	0.7939	0.2061			
IR3	0.859	0.7379	0.2621			
IR4	0.927	0.8593	0.1407			
IR5	0.928	0.8612	0.1388			
IR6	0.899	0.8082	0.1918			
IR7	0.883	0.7797	0.2203			
IR8	0.911	0.8299	0.1701			
IR9	0.943	0.8892	0.1108			
IR10	0.929	0.8630	0.1370			
IR11	0.909	0.8263	0.1737			
IR12	0.901	0.8118	0.1882			

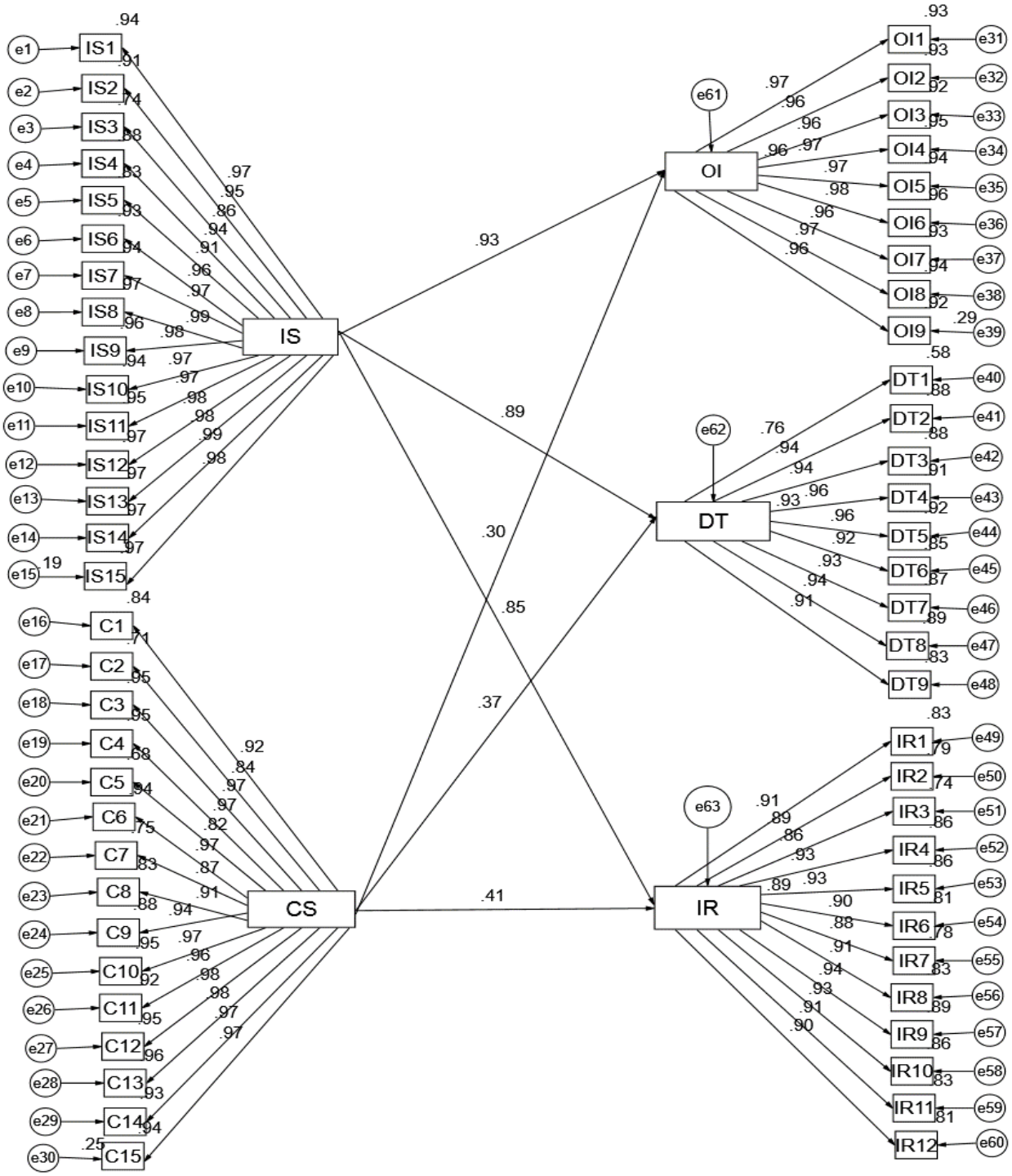


Fig. 3: Confirmatory Factor Analysis (CFA) showing the extent to which each item is an indicator of the latent variables and the relationship that exists among these variables

The tests for convergent and discriminant validity were required to establish the construct validity of the measure (Hair *et al* 2006). Furtherance to this, Fornell and Larcker (1981) suggested that the indicator of discriminant validity is for the square root of AVE for each construct to be greater than the correlation coefficient of that variable and any other variable.

The discriminant validity was established based on the result in Table 2, 0.9076 was the lowest square root of AVE of all constructs recorded, and this is greater than the highest correlation coefficient (r=0.8533) recorded between any two constructs. Campbell and Fiske (1959) stated that the correlation coefficient for discriminant validity should be ≤ 0.90, which is the correlation among constructs. The results of the test have provided evidence for construct reliability and discriminant validity.

Table 2: Discriminant Validity

	C	IS	OI	DT	IR
C	**0.9371**	0.6662**	0.7762**	0.7236**	0.5284**
IS		**0.9613**	0.7811**	0.8533**	0.8324**
OI			**0.9670**	0.8344**	0.8226**
DT				**0.9192**	0.7166**
IR					**0.9076**

**. Correlation is significant at the 0.01 level (2-tailed)

The square root of the average variance extracted (AVE) of each construct is represented by the diagonal values
C Consideration; IS Initiating Structure; OI Organisational Involvement; DT Dutifulness; IR Interpersonal Relationship

Test of Model Fit

As illustrated in Table 3, the test of model fit was conducted using Normed Fit Index (NFI), Root Mean Square Error of Approximation (RMSEA), Incremental Fit Index (IFI), Comparative Fit Index (CFI), Goodness-of-Fit Index (GFI), and chi-square/degree of freedom ($\chi 2$/df).

Table 3: The Model Fit Summary Showing the Goodness of Fitness

Goodness of fit	SEMs Value	Recommendation Values	Remarks
Chi-square/Degree of Freedom (CMIN/DF)	2.783	≤ 3.00	Acceptable fit
Normed Fit Index (NFI)	0.968	≥ .90	Good fit
Comparative Fit Index (CFI)	0.971	≥ .90	Good fit
Incremental Fit Index (IFI)	0.920	≥ .90	Good fit
Root Mean Squared Error of Approximation (RMSEA)	.059	≤ .08	Good fit
Goodness of Fit (GFI)	.981	≥ .90	Very Good fit

≤

From the results, the estimate of Normed Fit Index (0.968), Root Mean Square Error of Approximation (.059), Incremental Fit Index (0.920), Comparative Fit Index (0.971), Goodness-of-Fit Index (.981), and chi-square/degree of freedom (2.783) were strong indicators of model fitness. These values were within the acceptable ranges, suggesting good fits (Bentler & Bonnet, 1980; Carmines & McIver, 1981; Brown & Cudeck, 1993; Bagozzi & Yi, 1998; Hu Bentler, 1999). Furthermore, Table 4 reveals the result of regression analysis among the variables, showing the contribution of each independent variable to the observed changes in the dependent variables.

Table 4: Standardized Regression Weights

Dependent		Independent	Estimate	S.E.	C.R.	P	Label
OI	<---	IS	.931	.010	83.972	***	Sig
DT	<---	IS	.891	.011	63.494	***	Sig
IR	<---	C	.414	.012	23.391	***	Sig.
IR	<---	IS	.846	.011	47.758	***	Sig.
OI	<---	C	.300	.011	27.035	***	Sig.
DT	<---	C	.369	.012	26.307	***	Sig.

Table 5 illustrates the amount of changes in the dependent variable that are attributed to the independent variable. According to Arbuckle (2005), this value is referred to as the square multiple correlations (R^2).

Table 5: Squared Multiple Correlations

Variables	Estimation
OI = Organisational Involvement	.888
DT = Dutifulness	.930
IR = Interpersonal Relationship	.956

The results in Table 5 could explain that:

- Initiating structure and consideration explain 88.8% of the changes in Organisational Involvement
- Initiating structure and consideration were responsible for 93% of the changes in dutifulness
- Initiating structure and consideration explain 95.6% of the changes in interpersonal relationship

Hypotheses Testing

The hypotheses were tested using regression analysis; the use of structural equation modelling provided evidence for data normality, homoscedasticity, multi-collinearity, and linearity. The hypotheses were accepted because the conditions for regression analysis were satisfied (Hair et al, 1998).

The result showed a significant positive influence of initiating structure on organisational involvement (Hypothesis 1), dutifulness (Hypothesis 2) and interpersonal relationship (Hypothesis 3). Likewise, consideration was found to significantly influence organisational involvement (Hypothesis 4), dutifulness (Hypothesis 5) and interpersonal relationships (Hypothesis 6). Regarding the results in Table 4, the beta weight indicated that as the initiating structure is increased by 1 standard deviation, there will be a corresponding .931 standard deviation increase in OI increase in organisational involvement, .891 standard deviation increase in dutifulness and .846 standard deviation increase in interpersonal relationship, respectively. Also, when the consideration structure is increased by 1 standard deviation, there will be a corresponding .30 standard deviation increase in organisational involvement, .369standard deviation increase in dutifulness and .414standard deviation increase in interpersonal relationship, respectively. Finally, the squared multiple correlations depicted in Table 5 revealed that jointly initiating structure and consideration accounted for 88.8% variance in organisational involvement, 93% in dutifulness, and 95.6% in interpersonal relationships (Hypothesis 7). The implication is that the dimensions of leader behaviours jointly influenced each dimension of organisational citizenship behaviours. Therefore, all seven hypotheses were supported.

4.0 Discussion, Conclusion and Recommendation

The findings of this study showed a statistically significant association between leader behaviours and employees' positive work behaviours. Both dimensions of leader behaviours (initiating structure and consideration) influenced employees' demonstration of organisational involvement, dutifulness and interpersonal relationships. Supporting these findings, studies have found employees' performance and positive behaviours to be consequences of leadership styles (Kabiru & Bula, 2020; Asgari *et al* 2020).

Leader behaviours may be considered a vital determinant of employee work behaviours because of subordinates' ability to respond to such behaviours in a favourable or unfavourable manner. Corroborating, studies have associated perceived leader behaviours with subordinates' positive or negative work behaviours (Supriyantoa *et al*, 2020; Karácsony & Czibula, 2020; Lawal & Oguntuashe, 2012; Onyishi, 2012; Nikolaou & Robertson, 2001; Suar *et al* 2006; Udegbe, Okurame & Shenge, 2001). Similarly, Anyaegbunam and Anekwe (2021) found leadership styles to be positively related to employees' work outcomes. Based on the social exchange theory, organisational citizenship behaviours are subordinates' ways of reciprocating good gestures received from their superiors. For instance, Schnake *et al* (1995) claimed that the principle of reciprocity explains the connection between leader behaviours and employees' extra-role behaviours. The assumption is that employees feel obligated to reciprocate favours enjoyed from their superior through their demonstration of organisational citizenship behaviours. Likewise, Deckop *et al* (2003) reported evidence that employees reciprocate favourable treatment received from their superiors by exhibiting positive work behaviours.

Corroborating the findings of the current study, Podsakoff *et al* (2000) linked the instrumental and supportive leader behaviours with employees' performance of organisational citizenship behaviours. Both instrumental and supportive leader behaviours are reflective of the initiating structure and consideration leadership styles and have been found to directly and indirectly influence subordinates' performance of OCB (Podsakoff et al, 1996). In contrast, Lian and Tui (2012) and Adhikari *et al.* (2025) found that transformational leadership style positively correlated with organisational citizenship behaviour, while transactional leadership style negatively correlated with the construct. Similarly, Eltarhuni *et al.* (2020) reported a relatively weak relationship between laissez-faire leadership style and organisational citizenship behaviour and a negative relationship between autocratic leadership style and organisational citizenship behaviour.

As proposed by Blake and Mouton (1964), a high level of task-oriented behaviours combined with a correspondingly high level of relationship-oriented leader behaviours is an essential ingredient in promoting OCB among employees. This may explain the positive influence of

initiating structure and consideration leader behaviours on the three dimensions of organisational citizenship behaviours as reported in the current study.

This study concluded that both the concern for production and concern for people dimensions of leader behaviours are essential determinants of organisational citizenship behaviours. Neither dimension is mutually exclusive; each exerts significant influence on employees' work attitudes and behaviours. Judge *et al* (2004) supported this assertion; they linked the consideration style to employee satisfaction and the initiating structure style to employee performance. It was concluded that leader behaviours can increase employees' willingness and capacity to perform their duties above and beyond job expectations. This study recommended that managers cultivate the team leadership style by demonstrating great concern for people and great concern for production towards their subordinates. Based on the social exchange theory, the subordinates will reciprocate such gestures with organisational citizenship behaviours.

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